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31 March 1983

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Deputy Director for Administration  
General Counsel  
Inspector General  
Comptroller  
Director of Personnel

25X1 FROM:

Executive Director

25X1 SUBJECT: CIA Strategic Plan, 1982-1992

1. This memorandum transmits the CIA Strategic Plan for 1982-1992 and calls for certain near-term studies and pilot projects. These are described in paragraph 4 below and in Attachment 1. The Strategic Plan in its entirety should be closely held. However, functional extracts may be further disseminated on a strict need-to-know basis.

2. The CIA Strategic Plan for 1982-1992 will serve as the guide for our long-term programs and a frame of reference for major management planning and decision making. The plan sets goals and priorities for program improvements and initiatives. In implementing this strategy, we need to improve our capabilities to respond to unforeseen crises and place greater emphasis on innovative approaches to the unique issues we will face over the next decade.

3. Our 1982 planning exercise has revealed that:

-- We are aware of and effectively responding to a host of significant issues which will require policy decisions over the next ten years, particularly in regard to The Third World. While we must focus more attention on specific priority intelligence problems, such as terrorism and nuclear proliferation, we must be ready to respond to a multitude of unforeseen problems, while also improving our intelligence on the Soviet Union.

This document may be downgraded  
to SECRET upon removal of  
Attachment 2 and Codeword caveats.

-- Our success in a large part will depend on whether we are smart managers in addition to being skilled intelligence officers. We must build an esprit and employee consciousness as well as sustain the present momentum to improve our capital base (facilities, communications, information handling, security, and research and development). [ ]

-- We must continue to press for the resources necessary to recover from the drawdown of the 1970s as called for in the FY 1984 budget and outyear projections. We may, however, have to carry on with tight budgets and conservative staffing levels. Real gains in capability will result from close attention to goal definition, a wide variety of employee motivation and working environment improvements, and innovative target-oriented projects. [ ]

4. Achievement of the planning goals requires the execution of studies and pilot projects, and the development of specific Agency-wide programs. These are described in the attachment. Clandestine technical collection and external analysis require long-term review to give us a clearer picture of the utility of these costly programs. We can gain experience, through the use of pilot projects, with office automation and also experiment with both monetary and non-monetary incentives to build morale. Finally, we must develop Agency-wide FY 1985 program requests in two areas -- nuclear proliferation/terrorism and improved security against a wide array of foreign threats, both human and technical -- using interdirectorate groups under the direction of the Deputy Directors. The existing close working relationships between the Deputies, the Director of Personnel, and the Comptroller will allow maximum flexibility for bringing scarce resources to bear. [ ]

5. I want to thank all of you for your contribution to this first truly comprehensive planning effort. Please pass my appreciation on to those on your staff who participated in preparation of the papers. With three years of planning activities now under our belts, we are in a somewhat better position to review the planning process itself and consider ideas for its improvement. [ ]

#### Attachments

1. Near-Term Actions
2. CIA Strategic Plan, 1982-1992

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